

TITLE.

A FUNCTIONAL ORGANIZATION FOR A DEPENDENT
HOUSING CHAPEL (PROTESTANT)

A MONOGRAPH

by

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STATEMENT OF PURPOSE.

The purpose of this monograph is to present a suggested organizational structure for a Dependent Housing Chapel that will serve as an effective framework within which the mission of such a chapel may be accomplished.

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PART ONE. THE INTRODUCTION.

A. THE DEPENDENT HOUSING CHAPEL.

"Though his first responsibility is to military personnel, the chaplain must exercise care and solicitude for their dependents". (1).

The Dependent Housing Chapel affords a unique opportunity to the military chaplain to extend his ministrations to both military personnel and their dependents at one and the same time, and to combine these religious ministrations into an effective ministry to them as families. This provides for a fuller and more comprehensive ministry than is otherwise possible, and has great potential in the military service.

This chapel has many similarities to its civilian counterpart, the local church in the civilian housing development. It has however a number of dissimilarities that create for it special types of problems. These arise largely out of the nature of the COMMUNITY, the PARISH, and the RELIGIOUS NEEDS OF THE COMMUNITY. Any proposed organizational structure for such a chapel must of necessity consider these factors. They will now be discussed in the above order.

B. THE COMMUNITY.

The community is a self-sustaining one, based on the military installation and its facilities. It is to a large extent independent of and in many instances remote from the civilian community. Its basic needs must be met from the military.

Its raison d'etre and its identity of interests give it a certain cohesiveness similar to that found in civilian communities that are satellited upon a particular industry.

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But it is a fast-changing community in terms of people. There is no degree of permanence or even continuity to the roles assumed by the members of that community. They have no roots planted. Their lives are characterized by new adjustments and new friendships. No sooner are these made than they are interrupted, and then the same process starts over again elsewhere.

It is a heterogeneous community with no distinct national or racial origins predominating. These are often apparent in the civilian community and are traceable to the particular historical circumstances attending its settlement or founding. It will also bear no relationship to the characteristics of the section of the country where it is located.

This is a community with a special role that distinguishes it from any other community in terms of purpose and function. This role is one that by its very nature creates a great degree of abnormality in the patterns of living for its members.

It is a society therefore that is seeking continually to establish a large measure of normality in its community living, creating for itself the familiar symbols of civilian community life, such as school, church, social organizations and cultural activities to which the family can vitally relate itself.

C. THE PARISH.

(By the use of the word "parish" here we mean that part of the community that is or may be associated with the Protestant services, activities or program of the Dependent Chapel).

With no historical continuity the parish also knows no predominating or traditional religious denominations (within the Protestant family). It has little relationship to the denominational patterns of the region, but is as complete a spectrum of church and non-church backgrounds as could be found in any existing American community.

Yet it is a parish to which there is perhaps a more open door of access for the clergyman than is to be found anywhere else. This is due to the nature of the military structure of which it is an integral part. In every instance the head of the household is a member of a military organization. By virtue of this fact there is always a particular military chaplain (a clergyman in uniform) who bears a direct relationship to him in terms of religious ministrations. This is clearly provided for in the military establishment by the fact of assignment and the responsibility of the military service for the religious welfare of its members. This relationship of clergyman to community is not duplicated in civilian life.

The parish contains on the one hand military families of long standing who have not for many years been accustomed to the traditional manners, customs or patterns of any denominational church. For them the military chapel with its rapidly-changing pastors of different denominational emphasis has been the only church they have known during this time.

On the other hand there are the military families recently out of civilian life with records of active church participation in their home church, desiring to maintain their interests in worship and service. In order to do so they must now adjust to a channel that is unfamiliar, even strange, or by default allow their enthusiasm to atrophy.

The parish has in addition its quota of families, both of recent and of longer standing, which have never had any vital relationship to the church or chapel either in civilian or military life.

Yet perhaps most significant to a clergyman of all the characteristics of this parish is the predominance of younger families. The mission and structure of the military preclude a heavy proportion of elder citizens. Here for a large part are parents in their most vital and productive years. Here is a reservoir of vigor, physical and mental, not yet slowed down by the passing of the years nor constricted by the inflexible hidebound traditions of their elders. Here is an abundance of younger children in the early formative years of life. Here for the chaplain is both a great potential and a great need to which he may relate the essentials of his spiritual calling.

D. THE RELIGIOUS NEEDS.

1. General.

The military community shares many of the basic religious needs of any community. These may be thought of in terms of the following:

- (a.) The need for a center of worship for the corporate expression of spiritual aspirations and faith.
- (b.) The need for a center of Christian fellowship.
- (c.) The need for a place of Christian training and instructions for all ages.
- (d.) The need for a channel for corporate Christian service, through which the members of the community may direct their skills and talents in meaningful ways.
- (e.) The need for an organized medium of evangelistic and missionary outreach.

- (f.) The need for a place of spiritual comfort, counsel and supports, which may become a veritable open door to the mercy and love of God to all who desire the same.

2. Particular.

In addition to the basic religious needs of any community there are those that are peculiar to a community of military families. They stem for the most part from the degree of abnormality in the pattern of living already referred to.

There is a strong need for a church that will provide to some degree at least that type of undergirding normally experienced by vital membership in and close association with a "home church". There must be the symbol of a spiritual anchor for a people who know a special feeling of insecurity. This is the insecurity that comes from their lack of roots, lack of permanence and lack of continuity in place of residence and occupation. They are a people who more than any other can describe themselves in the words of the writer of the Book of Hebrews -- "For here we have no continuing city, but we seek one to come". (Hebrews chapter 13, verse 14).

There must be the inculcation of a sense of belonging, in the midst of transitoriness, to that which is eternal and unchanging. There must be the knowledge of being in continuity with and being an integral part of the universal Church of Jesus Christ.

The participants (and even the observers) need to be made to feel that the chapel or its program does not, due to the lack of denominational conformity, also lack the qualities of a church or program that is efficiently organized and sincerely dedicated to the mission of the Gospel of Jesus Christ.

E. THE MISSION OF THE DEPENDENT HOUSING CHAPEL.

The mission of the Dependent Housing Chapel is to meet the religious needs of this community and parish, both general and particular, such as they have been outlined in the previous sections.

We might summarize the GOALS that are to be accomplished in fulfilling this mission as follows:

- (1) To create out of a multi-denominational parish a nondenominational type of church which all the participants may in some measure regard as their "home church".
- (2) To achieve a well-rounded program that meets all the religious needs of a community that has a special role in the American society and its own peculiar characteristics and attendant circumstances.
- (3) To create a structure that functions in a closely-integrated manner, in which members with such varying backgrounds, interests and skills in the area of church work can serve effectively and feel themselves to be an integral part of a whole program and not an isolated unrelated facet.

These GOALS are closely-related and are not at all independent of one another. The fulfillment of one of them represents at least a partial fulfillment of the others. They each have reference to the particular conditions of the community and the parish.

PART TWO.

A PROPOSED ORGANIZATIONAL STRUCTURE.

A. THE BASIS.

We are now concerned with developing the GOAL expressed in the concluding section of Part I. (ie para E (3)). It has been set clearly in the context of the overall mission of the Dependent Housing Chapel. It's relationship to the other goals necessary to the accomplishment of the chapel's mission has been set forth.

Our desire, as expressed in our Statement of Purpose, page (i), is for an organizational structure "that will serve as an effective framework within which the mission of such a chapel may be accomplished". The structure here proposed is based upon a consideration of all the factors discussed in Part I., and upon the proposition that it must be built around the mission.

It is described as a "functional organization" because it takes its shape and form from the "functions" it is designed to help accomplish. It consists of a CONSTITUTION to be adopted by the chaplain or chaplains and the congregation, which spells out the structure itself, the plan of action, the zones of responsibility and the inter-relation of all the organizations or auxiliaries. It is supplemented by an Organizational Chart.

A proposed FORMAL CONSTITUTION FOR A DEPENDENT HOUSING CHAPEL will now be presented without comment in Section B. and will be followed by a discussion of it in Section C.

B. THE PROPOSED CONSTITUTION.

A CONSTITUTION FOR A DEPENDENT HOUSING CHAPEL (PROTESTANT).

PREAMBLE.

We, the members of the _____ Protestant Chapel Congregation, in order to promote the work of the chapel in the spirit of Christ and thus advance His Kingdom, do hereby adopt this constitution.

Article I. NAME AND PURPOSE

Section A. NAME

The name of this organization shall be the _____ Protestant Chapel Congregation.

Section B. PURPOSE

The purpose of this chapel shall be to win people to faith in Jesus Christ and commit them actively to the chapel, to help them to grow in grace and knowledge of Christ and to work for the unity of all Christians and with them to engage in the common task of building the Kingdom of God.

Article II. MEMBERSHIP

The membership of this chapel shall consist of those who are identified with it by attendance at its services and participation in its program. This membership in no way implies abrogation or transference of membership already held in any church. Voting privileges shall be accorded to all members.

Article III. OFFICERS

Section A. Officers

1. The heads of the departments, chairman of the Public Relations Committee, the Secretary and the Treasurer shall be elected by the members of the chapel at an annual business meeting for a term of one year each, or until such time as a successor is elected and assumes office.

2. The heads of the departments, the chairman of the Public Relations Committee, the Secretary and the Treasurer shall be the members of the General Board.

3. The General Board shall select its chairman and vice-chairman at its first meeting after the annual business meeting.

Section B. Duties of Officers.

1. The chairman shall fulfill the usual duties of such an officer, call and preside at all regular or special business meetings of the congregation, and serve as chairman of the General Board.

2. The vice-chairman shall fulfill the usual duties of such an officer, call and preside at all regular business meetings of the congregation in the absence of the chairman and serve as vice-chairman of the General Board.

3. The Secretary shall keep minutes of all regular or special business meetings of the chapel, serve as secretary of the General Board, keep a record of all its regular or called meetings and perform such other duties as may be assigned.

4. The treasurer shall keep a record of all the offerings received by the chapel for the information of the General Board and the Stewardship Department, of which he will also be a member. He will make regular reports of same as required

He will assist the chaplain and assistant in the counting and securing of the chapel offerings at the services. He will not have authority to deposit or disburse these funds, which will be handled in accordance with pertinent Army Regulations.

Section C. Election of Officers

1. A nominating committee composed of two members of the General Board and three members of the congregation who are not members of the Board, shall be appointed by the chairman of the General Board, approved by the General Board and announced to the congregation at least six weeks prior to the annual business meeting of the chapel.

2. All suggestions from the congregation shall be in the hands of the nominating committee at least ten days prior to the annual meeting. The committee shall then consider qualifications, secure consent from nominees and prepare a slate consisting of one nominee for each vacancy.

3. The nominating committee shall report its nominations to the congregation at the annual business meeting.

4. All nominees who receive a majority of the voice votes shall be declared elected.

5. Vacancies in any office of the chapel shall be filled for the unexpired term by nomination of the chairman of the General Board in consultation with the chaplain and the General Board.

Section D. The General Board

1. The General Board shall consist of the heads of the departments, the chairman of the Public Relations Committee, the Secretary and the Treasurer.

2. It shall be the duty of the General Board:

a. To consider and recommend to the chaplain and the congregation general policies.

b. To transact business.

c. To administer the program of the chapel through the designated functional departments.

d. To perform all those duties that may be assigned to it by the chaplain.

e. To report to the congregation as required.

Article IV. THE CHAPLAIN.

The chaplain shall perform the duties that usually pertain to his office. In addition to his being the spiritual leader of the chapel and at the same time an agent of the military commander for the religious ministration to the community, he shall be an ex-official member of all organized groups, auxiliaries and committees in the chapel and shall have final authority in all matters that pertain to the chapel and the program.

Article V. MEETINGS.

Section A. Meetings to be held

The chapel shall hold:

1. An annual business meeting within the first fifteen days of the first month of the chapel year.

2. Special meetings as required, such meetings to be called by the chairman or vice-chairman or upon request of the General Board, or upon written petition of 12 or more members of the chapel

Section B. Notice of Meetings

Notice of all regular or special business meetings of the congregation

shall be given at a regular Sunday service of the chapel at least one week in advance of the meeting.

Section C. Rules of Order

All business meetings of the chapel and the General Board shall be governed by Roberts' Rules of Order.

Article VI. AMENDMENTS.

This constitution may be amended at any business meeting of the chapel by a two-third vote of the members present and voting on the amendment, provided that written notice of the proposed amendment has been disseminated at a regular Sunday service at least one week before the vote is taken.

BY-LAWS

I. The chapel year shall begin on the first of October, to coincide with the Sunday School year.

II. The General Board:

A. Shall hold its regular meetings in the first week of each month.

B. Shall hold special meetings as required on call of the chairman or upon request of one or more members of the General Board.

C. Shall consider a majority of the General Board as constituting a quorum.

D. Shall observe the following order of business:

1. Meeting called to order by the presiding officer.

2. Devotions and prayer.

3. Reading and approval of minutes of previous meeting.

4. Chaplain's Report
5. Report of Treasurer and approval of report.
6. Regular and special committee reports.
7. Action on recommendations growing out of reports.
8. Consideration of unfinished business carried over previous meetings.
9. New business and program suggestions for future activities.
10. Adjournment.
11. Closing exercises and Benediction by the Chaplain.

III. Administration.

A. The task of administering the program shall be delegated to the following functional departments and the Public Relations Committee.

1. Membership and Evangelism.
2. Worship.
3. Christian Education.
4. Missions and Benevolence.
5. Stewardship.

B. Special committees shall be appointed as needed.

C. Department Membership:

1. The membership of each functional department, except the head of the department, shall be appointed by the department head with the approval of the General Board. It will consist of those individuals and or representatives of organizations, auxiliaries or committees working in its functional area.

2. Membership in each functional department shall be on the basis of qualifications for the task, regardless of membership of the General Board.

D. Each department and the Public Relations Committee shall organize itself to conduct the business, and plan its general program which shall be presented to the General Board. Upon co-ordination and approval by the General Board the department shall proceed to administer its program in cooperation with other functional departments. Regular reports will be made to the General Board as required.

E. The purpose and duties of the functional departments shall be as follows:

1. Worship Department

a. It shall be the purpose of this department to assist the Chaplain in leading the membership in genuine experience of worship in the public services and to enrich personal family devotional life.

b. It shall accomplish its duties by:

- (1) Assisting the chaplain in the public worship of the congregation.
- (2) Ushering, to include the preparation of the sanctuary, appointments etc., and assisting at Baptism and the Lord's Supper.
- (3) Recruiting organist, choir leaders and members to enrich the worship by music, and arranging rehearsals.
- (4) Arranging special services, and observances.

- (5) Arranging prayer services, public and in homes.
- (6) Arranging special weeks of emphasis in the chapel life.
- (7) Distributing and encouraging the use of devotional literature by individuals and families.

2. Christian Education Department.

- a. Christian Education is the teaching arm of the church.

It's purpose is to carry out the Great Commission by teaching the Gospel of Jesus Christ, through the power of the Holy Spirit, so that all may put their trust in God through Him, accept Him as Lord and Savior, serve Him in the fellowship of the church and follow Him in the vocations of common life.

- b. It shall be the purpose of this department therefore to develop an effective program of religious education for the entire constituency of the chapel in keeping with the general objectives of Christian Education.

- c. It shall be responsible for planning and administering the total educational program of the chapel, including Sunday School, youth activities, mid-week educational projects, Released Time Religious Education program, Daily Vacation Bible School, leadership education and the chapel library.

3. Membership and Evangelism Department.

- a. It shall be the purpose of this department to maintain close contact with the entire chapel membership to the end that each member may function effectively in the life of the chapel and to develop a spirit of comradeship and love within the congregation founded on a common love for Christ. It shall be the purpose of this

department to cultivate an evangelistic spirit within the chapel and to plan and administer the evangelistic program.

b. It shall be responsible to assist the chaplain in the pastoral oversight of the membership; in keeping accurate up-to-date records; in promoting visitation projects; in calling on the sick, the unfortunate and the indifferent and organizing others to do the same; in supplying receptionists to welcome newcomers to the community and the chapel services and activities; in providing an adequate program of social life for the chapel.

c. In developing an evangelistic emphasis in the chapel it will plan a year-round program of evangelism which reaches into every age level and reaches out through every phase of the chapel life. It will compile a list of prospective members and assure consistent follow-up procedures to every contact.

4. Missions and Benevolence.

a. It shall be the purpose of this department to create and foster a world vision within the chapel and all of its auxiliary organizations and to lead in planning and administering the worldwork program of the chapel.

b. It shall be responsible for planning and promoting a definite program of missionary education in every area of the chapel life, recommending and publicizing the chapel's annual missionary and benevolent projects; enlisting support for missions, caring for local and general benevolent needs not otherwise provided for; sponsoring interdenominational activities and projects of social action; promoting conventions, conferences and retreats; recruiting and supporting life-work recruits; and keeping records for information purposes of all missionary giving and action in the chapel.

5. Stewardship Department.

a. It shall be the purpose of this department to develop within the membership an understanding of the full meaning of Christian Stewardship and to direct the financial emphasis of the chapel that it will not only supply certain required financial needs but prove a means of spiritual enrichment and character building for each one participating.

b. It shall be responsible for keeping alive in the congregation the realization of its stewardship obligations, promoting stewardship education, supervising the preparation and subscribing of the recommended chapel budget or free-will offerings goal, keeping accurate records of the chapel offering receipts and incurred expenditures.

c. It shall assist the chaplain where possible, in the area of chapel facilities, grounds and equipment, custodial care, and projects relating to these.

6. The Public Relations Committee.

This committee furthers the work of the chapel by utilizing every available and appropriate means of publicizing the program and activities of the chapel and in particular ensuring that all of the publicity is properly co-ordinated.

7. Special Committees.

When needed to administer the work of the chapel, the chairman shall appoint, with the approval of the General Board, such special committees as may be desired. These committees shall perform duties assigned and shall continue for such time as designated.

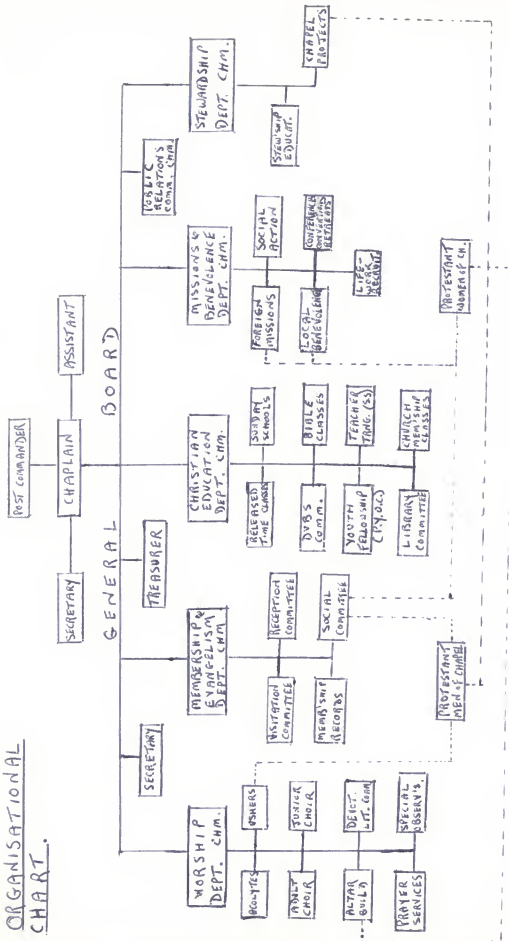
8. Auxiliary Organizations.

a. The purpose and responsibility of each of these groups shall be outlined in their own constitution, by-laws or plan of procedure.

b. These organizations shall cooperate with the functional departments of the chapel not only in planning and administering the total program of the chapel but also in developing their individual programs in the best interest of the total program. They will have adequate representation by means of their officers or other designated representatives in the appropriate department or departments in which their areas of interests or activity lie.

IV. These by-laws may be amended by a majority vote of the members of the General Board present and voting in regular or special meeting, provided that the proposed amendment has been submitted in writing to the membership of the General Board at least seven days prior to the vote thereon.

ORGANISATIONAL CHART.



note.

B. Some organisations (e.g. PnOC, PnOC) may, according to their stated aims, work in areas of interest under several departments. They may assume all responsibility for different sub-divisions above, and co-ordinate in others. Possible areas of responsibility and/or co-ordination are indicated above by dotted lines, thus -----.

C. DISCUSSION.

1. Legality.

It must of course be clearly recognized that it is not intended to imply that such a constitution can have any legal validity. Those adopting it are not an incorporated body. The military system does not provide for the recognition of such a constituted body. It can never actually assume responsibility for the functions that are normally carried out by the chaplain, nor for the program, nor for the property or facilities involved. These must always follow the prescribed military procedure.

The constitution is however a valid instrument that can exist within the realm of the chapel's activities, even though without official recognition or legal status. It is a working and a workable plan of action and organization that depends for its effectiveness not upon legal or constituted authority but upon a willingness upon the part of its framers and its participants to accept it as such and to use it as a method and a means of accomplishing a mission. It is a form of mutual contact, only binding in as far as its members permit themselves to be bound by the spirit of it.

2. Membership.

This constitution recognizes the need to create a definite sense of membership within the chapel congregation. While a civilian-type system of church membership is not possible within the military chapel there exists a need to create and secure the sense of committal and obligation to the work and program of a particular local congregation that is normally implicit in church membership in most denominations.

By acknowledging as voting members those whose attendance and

participation give indication of interest and concern, even though without formal examination or doctrinal covenant, a real attempt is made to create a sense of official connection with and vital investment in the chapel and its program. This acknowledgement must of course be reinforced by such techniques as a "membership roll" and membership mailing list.

The existence of a constitution setting forth a clearly-defined purpose, structure and method of operation goes a long way towards establishing in the minds of the participants the important realization that this too is a part of Christ's Church, organized for and dedicated to the mission of His Kingdom no less than its civilian counterpart. It is much more than just a place of worship on the military post for the convenience of those families who might want to attend a religious service, whether frequently or infrequently. It is a vital organism of the Body of Christ with all of the spiritual possibilities that this involves for all those who relate themselves to that Body and the Head of the Body.

3. Principle of organization.

The procedure of organizing has been simply to subsume the entire area of the chapel mission under five comprehensive functional departments or committees. Every facet of the chapel ministry is assigned to one or the other of these departments for responsibility and direction. They are WORSHIP, CHRISTIAN EDUCATION, MEMBERSHIP AND EVANGELISM, MISSIONS AND BENEVOLENCES and STEWARDSHIP.

Each department has a chairman whose task is to give leadership to and to coordinate the efforts of all individuals and organizations

working in that particular functional area of the chapel program. The chairman is elected by the congregation.

The membership of each department will consist for the most part of the representatives of all the chapel auxiliary organizations or special committees that are grouped under that particular functional area. These will usually be the presidents, chairman or other leaders of these organizations. The attached chart indicates the suggested groupings of these under appropriate functional departments, but their separate roles, aims or structure will not be discussed in this monograph in any detail. The normally accepted purposes of each of these are the criteria used in their assignment under a department here. These auxiliary organizations or special committees can vary in number and in aim in actual practice.

These five department chairman in turn form the General Board and corporately therefore act as the coordinators of the entire chapel program. The Board is completed by the addition of three more elected officers, whose roles are mainly administrative and supportive. These are a Treasurer, Secretary and a Public Relations Chairman. Their functions are outlined in the constitution.

Though not stated in the language of the constitution for obvious reasons, the pattern of operation of the five departmental chairman is somewhat analogous to that of a military staff. Here the chaplain is "the spiritual Commander". The "staff" will keep him informed of the activities within their special area of interest, make recommendations and submit plans for the more effective carrying out of the chapel mission within their sphere of interest, and coordinate and supervise the execution of these plans in conjunction with the other members of the Board after approval of the chaplain.

It is at this delicate point of the matter of authority and responsibility that the entire value of such a constitutional framework may be voided in the military situation. It is here that great understanding and cooperation between the chaplain and the members of his Board will be needed. The balance at times may be difficult to maintain. But if there is understanding on the part of all concerned as to the relationship between chaplain, program and military commander, and a genuine desire to make the constitution an effective framework through which the mission of the chapel can be accomplished, there is actually no insurmountable obstacle to the achieving of a workable relationship as well as a workable plan.

The chaplain is in fact the agent of the commander in the matter of the religious activities of the command. It must be therefore understood that he has ultimately the power of approval or veto concerning every activity that takes place or is planned within the chapel program.

Yet the wise chaplain will consider the great value inherent in a system that permits him to capitalize on the vast store of talents, skills, interest, and enthusiasms that are to be found within his military parish. By his dedicated personality and his mature leadership he will seek personally to influence these into acceptable and productive channels. His attitude will always be a positive one and not a negative one. He will be slow to set up roadblocks or to prescribe rigid limitations and will reject only those things that are clearly out of step with his ministry and his sense of personal responsibility. Even here he will seek to re-channel these energies into more acceptable or worthwhile goals, and will see in the entire

process of approving, disapproving and redirecting, a magnificent opportunity to train his people in the field of Christian leadership and service.

For the chaplain assigned to a Dependent Housing Chapel the functional organization suggested above does not mean an abdication of his place of leadership, but rather it provides him with a means of harnessing and directing the people of his congregation in more co-ordinated methods of service.

His is the opportunity to carry out within the military a program and a ministry more nearly akin to that of the civilian pastor than is possible in any other type of assignment. To do this he needs an organization tried and proven in that sphere, yet suitably modified to meet the particular situation of the military. This monograph is presented for consideration in the conviction that the functional organization which it proposes and discusses meets this need.

CONCLUSION.

Organization alone cannot accomplish the work of God, either in a civilian church or in the military. The power that works effectively in all things of the spirit is that of the Holy Spirit Who energizes men and accomplishes through them His will and His purposes.

But men work by methods, means and organization and God did not abrogate methods, means or organization in the New Testament Church. Some indeed were actually prescribed, others were implied.

The sails on a sail-boat do not of themselves move it forward. The power of the wind does that. But there must be sails and they must be set and the manner of setting is not unimportant. The functional organization for a Dependent Housing Chapel presented in this monograph is a way of setting the sails.

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A FUNCTIONAL ORGANIZATION FOR A DEFENDENT HOUSING CHAPEL (PROTESTANT)

Summary

The proposed organizational structure is based on a study of the nature of the military community, the parish and the religious needs of the community. Its goals are to create a nondenominational type of church out of a multi-denominational parish, meet the religious needs of the community through a well rounded program and create a structure that functions in a closely integrated manner.

The functional organization consists of a constitution to be accepted by the chaplain and the congregation, the plan of action, the zones of responsibility and the inter-relation of all organizations. This is supplemented with an organizational chart.